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29 July 1964

MEMORANDUM FOR: Director of Training
THROUGH: Chief, Intelligence School
SUBJECT: Summary of Critiques of the Orientation Course for
Agency Officials Attending Senior Service Schools

1. In general the course, as given, met most of our expectations with respect to preparing these specially chosen students to become better representatives of the Agency in the schools to which they are going. It is axiomatic to say that the quality of any instruction depends upon the quality of the students. It was a great pleasure to work with a class of such high quality. Indeed, one can say that the quality of the instruction in this course should be improved to meet the quality of next year's students. Much more can be done to make the time that these valuable people spend in this course of greater value to them.

2. To the extent that the course was successful, we are indebted especially to the contributions of two individuals. [redacted] went far beyond the call of ordinary duty in his assistance in the multitude of details that must be arranged and worked out for an endeavor of this kind. [redacted] undoubtedly contributed in large measure to the spirit and enthusiasm with which the course was met by his teaching of Conference Techniques. I would like to take this opportunity to express our gratitude to both of these gentlemen for their efforts.

3. The following is a summary of the critiques received from students and from interested observers which, if followed, should make next year's course much more effective.

a. The course should be expanded from three to five full days. This would enable us to augment the Conference Techniques part of the course to include enough conference sessions so that all the students would get an opportunity to chair a conference and act in other capacities in conference participation. It would also permit the addition of other valuable sessions mentioned below.

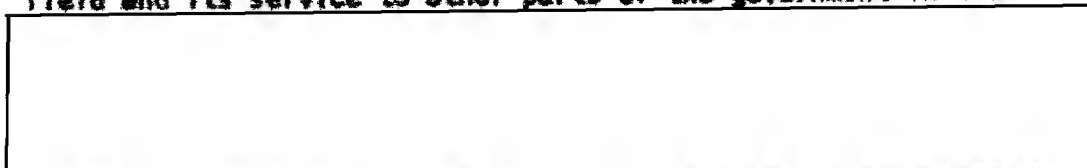
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b. The course should be limited to those attending the Senior Service Schools. In allowing the younger Agency employees attending academic institutions to participate, we have mixed apples with oranges. While the course content would be valuable to any Agency employee, these younger people do not have an immediate need for it. By limiting attendance to only those attending the Senior Service Schools, we will be able to give them more attention and will have a more homogeneous group with which to work.

c. General Carter or Mr. Kirkpatrick should lead off the course and set its tone in a manner similar to that taken by General Carter at the close of the session.

d. There should be a session on the role of the CIA in counter-insurgency. This could be included in a full explanation of the country team, an idea which was not even broached in this course and is important in the understanding of CIA's mission in the field and its service to other parts of the government in the



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e. It would be especially useful to have a two-hour session with a panel of alumni of the Senior Service Schools, particularly those who have graduated from such schools recently. These gentlemen could discuss their schools, problems, questions they were asked, the kinds of assignments they were given, and could take this opportunity to dispense their advice and general wisdom to the students.

f. Service School alumni should participate in the conference sessions dealing with Agency problems. They could attend, two or three at a time, thus giving the course a more realistic relationship to the problems actually met at the Service Schools.

g. Thought should be given to a study of the team approach to solve problems and come to conclusions. It is my understanding that the team approach is used at all of the schools and differs somewhat from the conference approach.

h. Certain publications sent in advance to the prospective students should be made compulsory reading. 'The Craft of Intelligence'

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by Allen Dulles, or at least the summary of this book in "Harper's Magazine." should be read by all. The revised edition of [redacted] "National Intelligence" should also be considered as compulsory reading. In addition, the article "The Coordination of Collection" in the Spring 1964 edition of "Studies in Intelligence" should be used.

i. In order that the students may become better briefed on how questions concerning the Agency can be answered, a session with the Orientation and Briefing Officer, OTR, might be useful. Participants in this session could fire some questions implying criticism and others eliciting information at the briefer, and he could demonstrate his way of answering them before different groups. Such questions could then be asked of the students. This would give these gentlemen an idea of how far they can go in answering questions and the techniques that can be used to satisfy the curious without giving away vital information. A list of particularly nasty questions with suggested answers should be compiled by the students.

j. The students should have more opportunity to learn about the services available to them from the OTR Registrar's office during the year away from the Agency. They should all have an opportunity for personal contact with those people in OTR who will be administering their travel, their contacts with the Agency, and taking care of other problems which they may face during their school year.

k. A firm two-way channel of communication between the students and the Agency should be established. The office of the Orientation and Briefing Officer should take over the responsibility for furnishing substantive materials for use of the students at the Service Schools. All students should report periodically to the Director of Training, attention Orientation and Briefing Officer, concerning questions and attitudes towards CIA on the part of fellow students, attitudes towards the Agency on the part of speakers, and such other information as might be of interest to the Agency.

l. The students should keep an overt card file of all people whom they meet at the schools, with brief biographic information and assessments of their attitudes towards the Agency.

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m. [] should be asked to conduct the Conference
Techniques part of the course again next year. His long experience
in this field and his natural ability to inspire and teach is well
worth the fee he asks.

SIGNED

[]
DTR Briefing Officer

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